

## Research on the Application of Manager's Psychological Capital in Enterprise Performance

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### **Abstract**

*In the contemporary era, as competition among businesses intensifies, innovation and development in enterprise performance management are becoming increasingly crucial. Continuously enhancing employees' professional knowledge and skills not only improves their work capabilities but also boosts organizational performance, aiding companies in achieving sustainable development. Psychological capital, the latest theory in contemporary management science, transcends human and social capital, possessing characteristics of originality and forward-thinking. Managers, in their daily work, directly influence the attitudes and behaviors of their team members through formal or informal guidance and supervision. Creating a psychologically conducive environment, characterized by happiness, fulfillment, and belongingness, can positively and significantly impact managerial behavior, thus maximizing organizational effectiveness and managerial performance. Historically, businesses have prioritized employee performance management in human resources management processes, often neglecting the psychological needs of managers, thereby hindering the effective implementation of many incentive measures. Therefore, this study explores three dimensions of psychological capital and organizational performance, constructing a relevant structural equation model. By employing theoretical and empirical analysis methods, it validates the positive influence of psychological capital on organizational performance, providing insights into the impact of managerial psychological capital on organizational performance and actively contributing to the realization of corporate strategic objectives.*

**Keywords:** Managers, Psychological Capital, Entrepreneurial Performance, Influence Structure.

### **INTRODUCTION**

The Corporate Performance of a company is an important evaluation index for the development of the company, and the main factor affecting the Corporate Performance is the employees of the company. In a certain sense, if a company wants to grow rapidly, the main problem it faces lies in how to stimulate the motivation of its employees, especially for the managers who play an important role in the company, so that they can willingly contribute their talents and potentials to the company, and to improve the Corporate Performance, which has become an urgent problem to be solved at present (Born et al., 2022). The psychological capital of corporate managers is a key factor affecting the overall level of operation and competitive ability of enterprises, and a positive correlation between the psychological capital of managers and Corporate Performance can be found in the connotation of psychological capital, its constituent dimensions, and its impact on organizations and individuals. Especially under the premise of facing the change of competition brought about by the rapid development of the global economy, the psychological capital of managers is a potential competitive advantage. Therefore, if enterprises want to make progress, they should not only pay attention to external motivational factors but also pay more attention to the development of managers' psychological capital, as shown in Figure 1. As long as enterprises can help managers to build up strong self-confidence so that managers can always remain optimistic and hopeful about the enterprise and themselves, they can use this as a motivation to improve the performance of Corporate Performance (Fukita et al., 2022).

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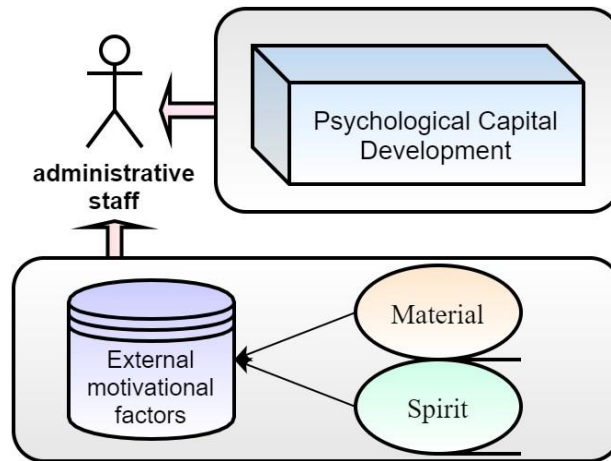


Figure 1. Managerial development factors

Based on this, this paper aims to study the relationship between managers' psychological capital and Corporate Performance through a combination of theoretical and empirical methods, taking the basic concepts of managers' psychological capital and Corporate Performance as an entry point, exploring the impact of psychological capital on Corporate Performance, using relevant statistical analysis software to process and analyze the collected data, and testing the constructed structural equation model.

## THEORETICAL FOUNDATIONS OF MANAGERS' PSYCHOLOGICAL CAPITAL AND CORPORATE PERFORMANCE

### The Concept and Characteristics Of Managers

Managers are mainly those who exercise management functions in enterprises and coordinate others to accomplish specific organizational work and are generally divided into three categories according to their levels, as shown in Figure 2.

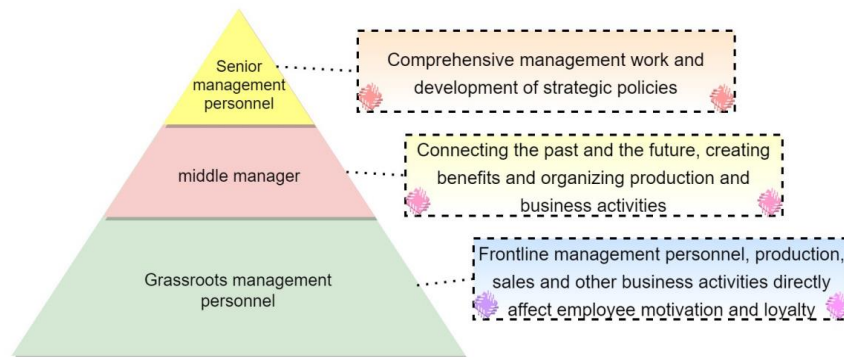


Figure 2. Classification of managerial levels

From the management level, top managers are the decision-making layer at the top of the pyramid; middle managers, because of their characteristics of connecting both up and down, are in the middle of the hierarchy, i.e., the executive level, from the top managers to the general staff of the enterprise department, playing the role of a bridge to communicate up and down. There are more numbers of junior managers mostly employees closest to the actual operations at the bottom of the pyramid, i.e. the operational level (Anu-Marja Kaihlanen et al., 2023). In addition to being classified according to levels, managers have different organizational contents and responsibilities as shown in Figure 3.

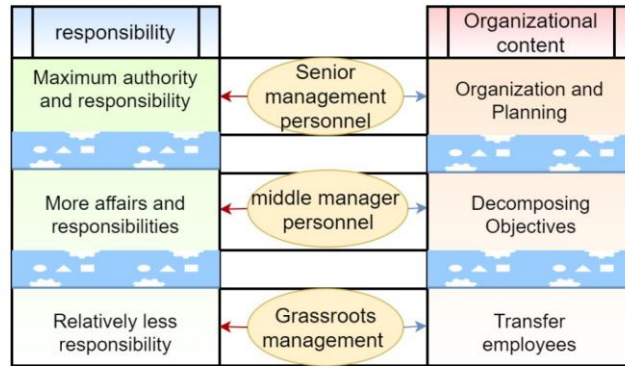


Figure 3. Organizational content and responsibilities of managers

The organizational content of managers at all levels is shown in Table 1 and the organizational responsibilities of different management levels are shown in Table 2. The most important role of senior managers is the decision-making role, and most of their organizational time is spent on developing the company's overall strategy and plan and determining the overall tasks of each department. Middle managers are less involved in leadership decisions and are mainly engaged in executive activities, usually breaking down instructions given by senior managers into their roles to accomplish the tasks assigned by their superiors. Grassroots managers, whose main task is interpersonal, including mobilizing subordinate employees to work with the team, tend to spend more time directly supervising and leading employees in their work (Okhrimenko et al., 2023).

Table 1. Organizational content of managers at different levels.

Management Level	Organizational content
High level	Organize and plan work
Middle	Decompose work objectives and formulate implementation plans
Low level	Mobilize, supervise, and lead subordinate staff to complete the work

Table 2. Organizational responsibilities of different levels of management

Management Level	Organizational Responsibility
High level	Most authority and responsibility
Middle	Most business and responsibility
Low level	Relatively few responsibilities

### Compositional Dimensions of Managers' Psychological Capital

Managers' psychological capital is characterized by three main aspects: hope, optimism, and resilience, as shown in Figure 4.

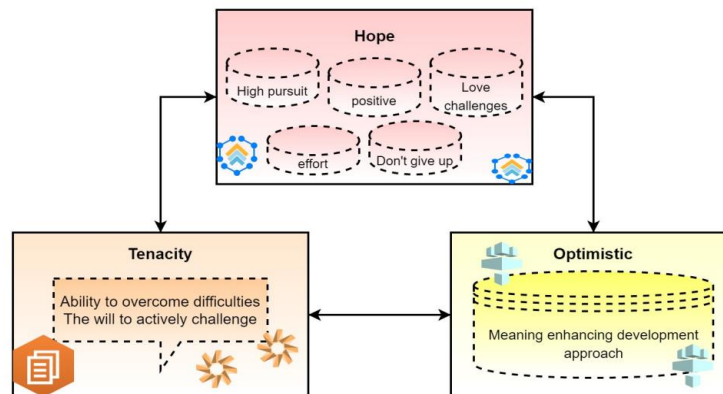


Figure 4. Compositional dimensions of managers' psychological capital

(1) Hopeful people are characterized by five main aspects: the pursuit of higher aspirations, love of challenges, motivation, spontaneous effort and never giving up. These five characteristics will enable people with high self-efficacy to take the initiative to improve themselves and work efficiently even when they lack external support for a long time (Yan et al., 2021). In this paper, in the context of managers' daily work, it is argued that managers' self-efficacy should be measured in six dimensions, as shown in Figure 5.

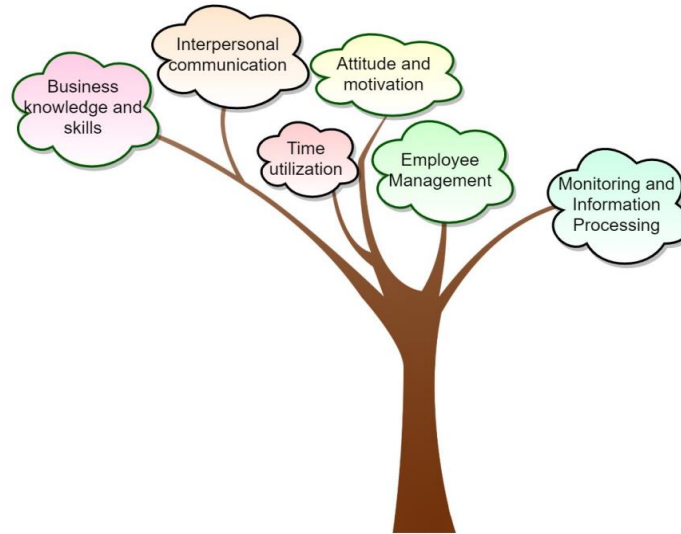


Figure 5. Dimensions of Hope for Managers

(2) Optimism refers to a positive attitude towards work, and optimistic managers can rationalize their position and become mentors to their peers. Therefore, managers not only need to have the skills of traditional management, but also should have a goal-oriented force, can be able to be able to effectively plan the work, guide the subordinates to complete the goal, and encourage the subordinates to realize their potential (Yu et al., 2023).

(3) Resilience includes in psychological capital not only the ability to break through difficult situations but also positive challenge willpower. One of the factors influencing the development of resilience is risk-coping assets, a potentially measurable characteristic, as shown in Figure 6.

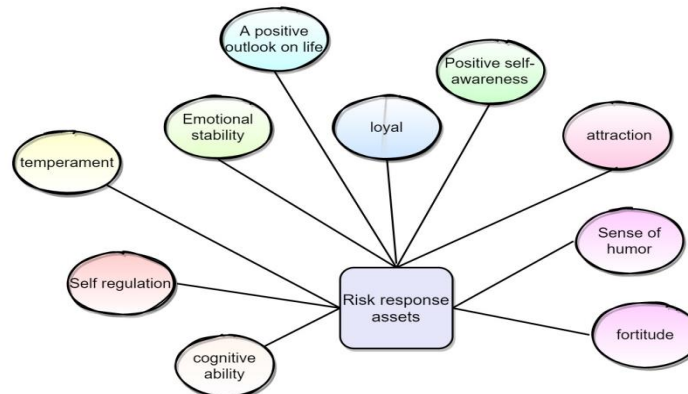


Figure 6. Risk response characteristics

### Component Dimensions of Managers' Corporate Performance

For managers Corporate Performance can be evaluated in terms of financial indicator performance, subjective

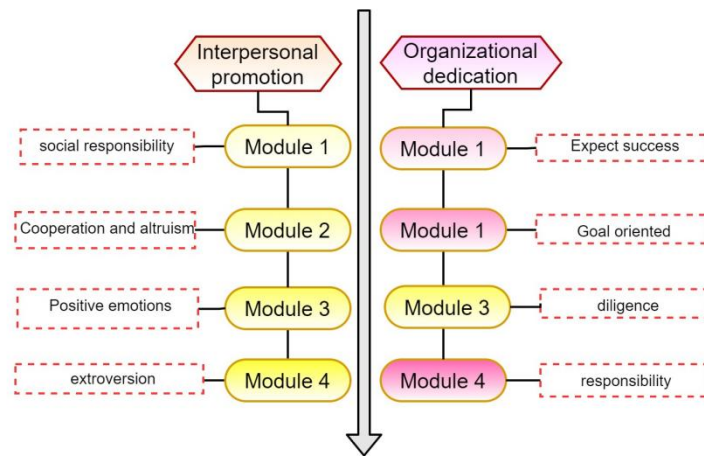
indicator performance, and adaptive performance as shown in Table 3.

**Table 3. Dimensions of managers' Corporate Performance evaluation**

Evaluation Dimensions	Evaluation content
Financial Indicators Performance	Profitability, solvency, operational capacity, and development capacity
Performance on subjective indicators	Market share, service quality, and industry position
Adaptive Performance	Adaptability in the face of complex, uncertain, unpredictable problems

(1) Financial indicator performance refers to the material and services provided by the incumbent through productive activities, which are mainly influenced by factors such as experience, competence, and knowledge possessed. Task performance can usually be categorized into two main areas, one is the production activities and the other is the activities to maintain the technological core through updates and services. In this paper, the main basis for the assessment of managers' task performance is the seven aspects of the hope dimension of managers' psychological capital, which mainly includes personnel activities and organizational activities (SINGH et al., 2022).

(2) Subjective indicator performance is not a directly productive or service-oriented activity; it is a relational behavior in collaboration with people. Management work is mainly divided into people-level work and task-level work. For managers, they not only focus on individual work but also on interpersonal coordination and collaboration (Maria João Guedes, 2023). The subjective performance focuses on the relative value of performance and consists of cognitive evaluations by more subjective evaluators, such as market share, service quality, and industry status, reflecting breakthroughs made by managers in market share, service quality, and industry status, which can be categorized into interpersonal advancement and organizational dedication, as shown in Figure 7.



**Figure 7.** Subjective performance classification

(3) For managers, their Corporate Performance has to include adaptive performance in addition to financial indicator performance and subjective indicator performance, which corresponds to the resilience dimension of psychological capital. The adaptive performance of managers is mainly expressed in their ability to deal with difficult problems in a creative way when they are faced with future uncertainty and unpredictable organizational situations, as shown in Figure 8.

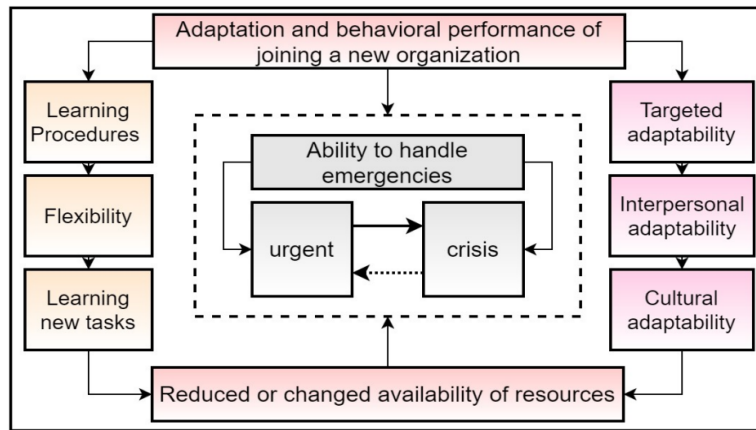


Figure 8. Performance of Adaptive Performance

## MODEL CONSTRUCTION AND EMPIRICAL ANALYSIS OF THE EFFECT OF MANAGERS' PSYCHOLOGICAL CAPITAL ON CORPORATE PERFORMANCE

### Modeling the Effect of Psychological Capital on Corporate Performance

#### Model Assumption Development

From the above, it can be seen that managers' psychological capital has a positive impact on Corporate Performance. This paper establishes nine research hypotheses based on the three dimensions of managers' psychological capital and the three dimensions of Corporate Performance, as shown in Table 4.

Table 4. Research hypotheses on psychological capital and Corporate Performance

Suppose	Psychological Capital	Corporate Performance	Impact Assumptions
H1a	Hope Dimension	Financial Indicators Performance	Positive correlation
H1b	Hope Dimension	Subjective indicator performance	Positive correlation
H1c	Hope Dimension	Adaptive Performance	Positive correlation
H2a	Optimism Dimension	Financial Indicators Performance	Positive correlation
H2b	Optimism Dimension	Subjective indicator performance	Positive correlation
H2c	Optimism Dimension	Adaptive Performance	Positive correlation
H3a	Resilience Dimension	Financial Indicators Performance	Positive correlation
H3b	Resilience Dimension	Subjective indicator performance	Positive correlation
H3c	Resilience Dimension	Adaptive Performance	Positive correlation

#### Modeling of Structural Equation Assumptions

This paper uses structural equation analysis to investigate the relationship between different psychological capital dimensions and different Corporate Performance. The structural equation model includes two basic models: the measurement model and the structural model. The measurement model is a linear function of the observed variables, and the structural model is the relationship between the latent variable A of psychological capital as an exogenous factor and the latent variable B of Corporate Performance as an outcome (Joo et al., 2022). Based on the common formula in structural equation modeling, the regression equation in the measurement model is expressed as:

$$X_1 = A_1 + Q_1 \quad \text{Equation 1}$$

The metric model can then be expressed in a matrix equation.

$$X = \nabla X + Q \text{ Equation 2}$$

Similarly, with the psychological capital dimension as the endogenous factor and the Corporate Performance impact factor as its observed variable for positive feedback, the regression equation for both is as follows:

$$Y = \nabla Y + P \text{ Equation 3}$$

Y is the latent variable of B, while X is the observed variable of A, reflecting the impact of A on Corporate Performance.  $\nabla X$  and  $\nabla Y$  denote the loadings on the dependent variables of X and Y, respectively, and P and Q denote the observation errors of the external variables.

A composite evaluation method can be used in the structural model to measure the Corporate Performance evaluation index under the four psychological capital dimensions, which is calculated as follows:

$$A_i = \sum_{j=1}^N w_j x_{ij} \text{ Equation 4}$$

$$B_j = \alpha A_1 + \beta A_2 + \gamma A_3 \text{ Equation 5}$$

Where: A1 is the hope dimension, A2 is the optimism dimension, and A3 is the resilience dimension,  $x_{ij}$  is obtained after normalizing each index,  $w_j$  is the weight of each index, N is the number of indexes; B<sub>j</sub> is the index for comprehensive assessment of Corporate Performance;  $\alpha, \beta, \gamma$  are coefficients to be determined.

Exploratory structural modeling can reveal the driving factors behind its models and probe numerical data, as well as qualitative data. In this paper, the spatial dissimilarity of Corporate Performance B is investigated using exploratory structural modeling, and the extent to which managers' psychological capital A explains the spatial dissimilarity of attribute B is measured using the q-value, where a larger q-value indicates that A explains B more strongly, calculated as follows:

$$q = \frac{\sum_{h=1}^L z_n}{Z} \text{ Equation 6}$$

L is the partition of variable B or factor A, Z<sub>n</sub> denotes the n-layer factor, and Z denotes the factor of the whole cell. q can determine whether the interactions between the influencing factors A<sub>i</sub> increase or decrease the explanatory power of the dependent variable B, or whether these influencing factors are independent of each other in terms of their effects on the dependent variable.

Based on the above structural equation model, this paper proposes a hypothetical model of the impact of managers' psychological capital on Corporate Performance, as shown in Figure 9.

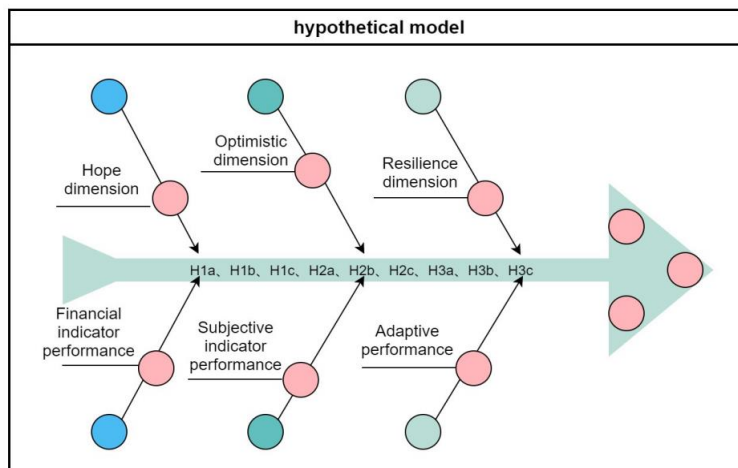


Figure 9. Hypothetical model

## Empirical Analysis of the Influence of Psychological Capital on Corporate Performance

### Empirical Analysis Questionnaires

(1) Psychological capital questionnaire for business managers. This study aims to explore how the psychological capital of business managers affects Corporate Performance, the psychological capital questionnaire used includes three aspects, the questionnaire is scored from 1 to 5, which represents completely disagree, basically agree, not sure, basically agree, and completely agree, the specific questions are shown in Table 5.

**Table 5. Psychological capital questionnaire for managers**

Psychological Capital Dimensions	Issues
Hope Dimension	<ol style="list-style-type: none"> <li>1. Believe in analyzing long-term problems and solving them</li> <li>2. Stating organization-wide matters with confidence</li> <li>3. Believe in communicating effectively with customers</li> </ol>
Optimism Dimension	<ol style="list-style-type: none"> <li>1. Always see the bright side of the organization</li> <li>2. Optimistic about the future of the organization</li> <li>3. Expecting the best for the uncertain organization</li> <li>4. Organizations always believe that the dawn will always come</li> <li>5. The current organization has not developed as hoped for</li> <li>6. Currently quite successful in the organization</li> <li>7. There are many ways to achieve organizational goals</li> <li>8. Currently achieving the organization's goals</li> </ol>
Resilience Dimension	<ol style="list-style-type: none"> <li>1. Certainly able to solve the problems encountered in the organization</li> <li>2. Able to independently complete the organization that has to be done</li> <li>3. Difficult to recover from organizational setbacks</li> <li>4. Using previous experience to get through organizational difficulties</li> <li>5. Able to face the pressure encountered in the organization with ease</li> <li>6. Ability to deal with many things at the same time</li> </ol>

(2) Corporate Performance questionnaire for managers. The Corporate Performance scale for managers used in this study consists of three dimensions and is scored in the same way as in Table 5, with specific questions as shown in Table 6.

**Table 6. Corporate Performance questionnaire for managers**

Corporate Performance Dimensions	Issues
Financial Indicators Performance	<ol style="list-style-type: none"> <li>1. Have certain development potential</li> <li>2. Maintain a high level of operational capacity</li> <li>3. Effectively fulfill the task of profitability</li> <li>4. Sufficient solvency</li> </ol>
Performance on subjective indicators	<ol style="list-style-type: none"> <li>1. Maintain the enterprise land industry position</li> <li>2. Actively study the expansion of market share</li> <li>3. Proactive participation in improving service quality</li> <li>4. Get good satisfaction feedback</li> <li>5. Maintain cooperation with other colleagues</li> </ol>
Adaptive Performance Questionnaire	<ol style="list-style-type: none"> <li>1. Can objectively deal with urgent problems in the organization</li> <li>2. Love to learn techniques and methods related to the organization</li> <li>3. Properly deal with the details of the organization</li> <li>4. Organizational stress is too high when self-regulation</li> </ol>

### Hypothesis Testing Analysis

The hypothesis testing of psychological capital and Corporate Performance model for managers in this paper is shown in Table 7.

**Table 7. Results of hypothesis testing of psychological capital and Corporate Performance model**

Suppose	P-value interval
H1a	***
H1b	**
H1c	
H2a	***
H2b	***



H2c	***
H3a	***
H3b	
H3c	*

Note: \* denotes  $p < 0.10$ , \*\* denotes  $p < 0.05$  and \*\*\* denotes  $p < 0.01$ .

As can be seen from the table above, the parameters of hypotheses H1c and H3b are more than 0.1 indicating that they are not supported. The p-value of H3c is  $< 0.1$  indicating that the hypotheses were tested but did not reach the level of significance. The predicted value of H1b is between 0.01 and 0.05 indicating that the predictions were supported and reached the level of significance. All the other hypotheses were supported with highly significant significance.

### Conclusion Of Empirical Analysis

As a result of the above empirical analysis, the nine hypotheses proposed in this paper were tested with more satisfactory results, and most of them were confirmed. Among these factors, the hope dimension had an impact on the performance of financial indicators of Corporate Performance and almost no impact on adaptive performance. The optimism dimension, on the other hand, had a significant effect on all three dimensions of performance, indicating that maintaining a good mindset at work is very important for Corporate Performance. The resilience dimension had the most significant effect on financial indicator performance. The following three dimensions will be analyzed (Mustafa et al., 2022).

### The Relationship Between Managers' Hope Dimensions and Corporate Performance

There is a significant positive correlation between managers' hope dimension and financial indicator performance, which suggests that managers with a higher hope dimension have a higher level of financial indicator performance. Managers should not only have appropriate management knowledge and skills, but also have a higher psychological capital of hope dimension, which can motivate managers to be confident and positively use their knowledge and skills to accept challenges, overcome difficulties, and accomplish their work (Xie et al., 2023).

The hope dimension is positively related to subjective indicator performance, and managers with higher hope dimensions have better interpersonal performance. Therefore, this paper views managerial work as a behavior that reflects performance on subjective indicators, such as information exchange, interpersonal coordination, and service quality. People who perform well in an organization are usually more invested in the organization and are very willing to do their best to integrate into the organization (Jooss et al., 2023).

Managers' hope dimension does not affect their adaptive performance in the organization. Learning new skills is one of the indicators of adaptive performance, but there are many reasons for continuous learning of new knowledge, such as The organization will provide managers with corresponding skills training, and management training, and motivate them to continue to work hard, the hope dimension is only one of the factors with a small percentage (Peng, 2022).

### The Relationship Between Managers' Optimism Dimensions and Corporate Performance

The outward manifestation of the optimism dimension of psychological capital is optimism at work. The more managers have a better work mindset, the better their performance. Managers with a stable mindset are aware of their abilities, emotions, goals, weaknesses, and values, and can self-regulate their actions and emotions in a controlled and continuous pursuit of self-improvement (Marco Giovanni Rizzo, 2023).

A good working mindset has a positive impact on the performance of subjective indicators. An optimistic manager understands their strengths and weaknesses at the same time, is good at motivating their subordinates to realize their ideals, pays attention to the growth of their subordinates, is proud of their subordinates' achievements, and is happy to cultivate their subordinates. The vitality and determination of managers can infect the following people, driving employees to pursue higher standards of work and maximize their potential in a good working atmosphere (Mohammad Abo Jalghaf et al., 2023). Therefore, managers with a good work mindset do not need to keep an eye on their subordinates at all times but rather encourage them to accomplish

the set goals by passing and authorizing them to effectively improve the performance of subjective indicators.

There is a significant positive correlation between the optimism dimension and adaptation performance. When facing emergencies, a good work mindset can help managers stabilize their emotions in time, mobilize personnel to grasp the real-time situation, understand the causes and consequences of problems, and make corresponding countermeasures with a clear mind.

### The Relationship Between Managers' Resilience Dimensions and Corporate Performance

The external manifestation of the resilience dimension of psychological capital is the ability to cope with risk in the workplace. Managers with higher risk coping ability will produce higher performance on financial and subjective indicators. Managers with risk-coping skills can better utilize their energy and resources for self-development, know how to help subordinates treat imminent threats as opportunities for progress, and are good at mobilizing people to reach their goals (Peng et al., 2022).

The dimensions of risk-coping ability have weak significance in adaptation performance. Top managers have a stronger adaptive capacity to cope with uncertainty and emergencies, but middle and lower managers tend to be task decomposers and task performers, do not need to make their work plans, are relatively more focused on task performance, and are less likely to face emergent problems and emergencies head-on (Kemefasu Ifie, 2023).

## MANAGERIAL RESPONSES TO ENHANCE CORPORATE PERFORMANCE BY INCREASING PSYCHOLOGICAL CAPITAL AND THEREBY IMPROVING CORPORATE PERFORMANCE

### Development of Managers' Hope Dimension

The hope dimension is a state-theoretic personal characteristic that is a personality trait that can be developed. From theoretical and empirical findings, it is clear that the hope dimension of managers can be developed and enhanced in four main ways, as shown in Figure 10.

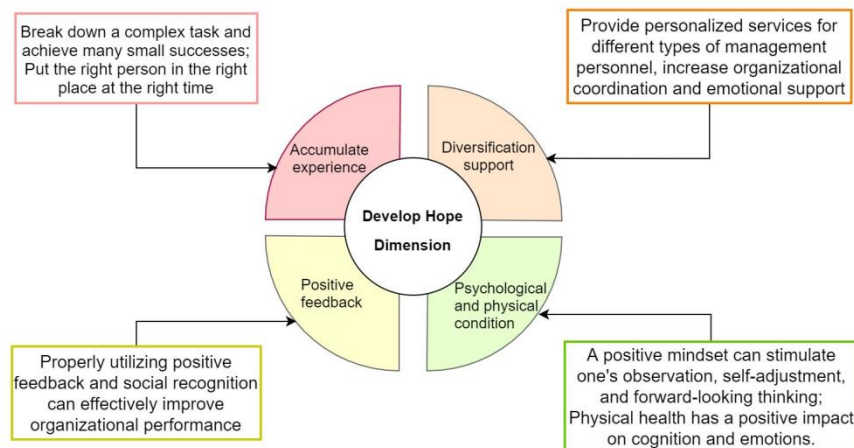


Figure 10. Developing the Hope Dimension

(1) Accumulation of successful experiences. Being able to continually solve problems to achieve stage victories when completing a job can greatly develop the hope dimension of mental capital. For example, a company can hire an external or internal trainer to break down a complex task into multiple phases and give a small portion at a time to an intern, thus allowing the intern to achieve "small successes" during the internship, thus increasing their hope dimension (Sukoco et al., 2022). Another way is to put the right people in the right place at the right time so that they have better and more opportunities to succeed, which is the importance of pre-service training and career planning.

(2) Diversified support based on job differences. Different levels of experience, professional backgrounds, and job roles require different levels of psychological capital development. For example, technical employees may need to focus more on professional skills training and communication, while administrative employees may benefit from adjustments to the communication environment and other support functions. In addition, employees at different levels of experience may have different needs in terms of career planning and balancing family commitments. To meet these diverse needs, it is necessary for companies to further differentiate between different types of management employees and provide more personalized services. By increasing managers' job satisfaction, organizations can improve their overall performance. Especially in small firms with a limited number of managers, the impact of individuals on Corporate Performance is more pronounced. This mechanism also manifests itself in the form of increased organizational coordination and emotional support based on individual characteristics, interests, and requirements, and is highly supportive of the hope dimension.

(3) Social Persuasion and Positive Feedback. When managers hear encouraging and affirming words from others, their thoughts and beliefs change to "I can do it". That is to say, in a particular environment, the appropriate use of positive feedback and social recognition, can effectively improve Corporate Performance, in some cases, this effect may be better than material rewards and other incentives.

(4) Mental and physical status. In contrast to the above three approaches, there is no direct relationship between the emotional status and physical and mental health of managers and the hope dimension. A positive state of mind stimulates one's ability to observe, self-adjust, and think ahead, thus increasing one's self-confidence. On the contrary, a negative mindset often makes people feel despair and pessimism, thus decreasing the dimension of hope (Liu et al., 2022). Therefore, a positive mindset plays an important role in increasing an individual's hope dimension. Physical health status has a positive effect on managers' cognition and emotions.

### Creating an Optimistic Work Mindset For Managers

Mindset as a particular type of individual characteristic is difficult to alter, but an optimistic work mindset can be developed both as a trait type and as a state type of characteristic, as shown in Figure 11.

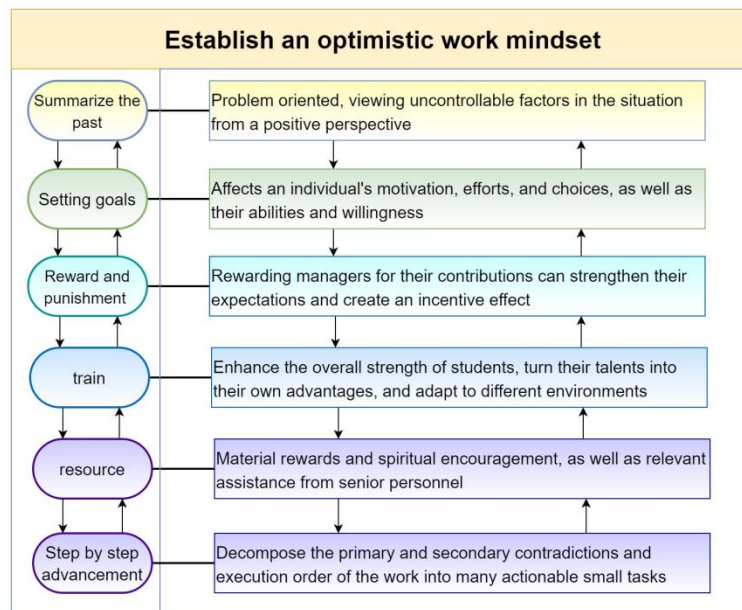


Figure 11. Building an optimistic work mindset

(1) Summarize the past. Adopt a problem-oriented response to deal with the controllable elements of a situation, allow yourself to make favorable judgments, and try to view the uncontrollable elements of a situation in a favorable light. This can lead managers to better goal setting, through an accurate assessment of capabilities and resources.

(2) Setting goals. Since the work of managerial employees involves a great deal of communication and coordination, it is necessary to encourage employees to work synergistically through teamwork by setting team goals and incentives to improve individual and team performance. At the same time, effective goals set by managers are closely linked to the performance of the organization in which they work, and when managers internalize their goals and have high expectations of them, the performance of the firm improves (Boury et al., 2023). In addition, appropriate goal setting not only affects the motivation, effort, and choice of individuals but also their ability and willingness.

(3) Reward and punishment system. Higher weight should be given to the individual performance of managerial employees, more attention should be paid to their performance outputs in their job roles, and managers should be rewarded for contributing to the goals, and the proportionality of job goals to the rewards given to the individual can strengthen the expectations of managers. Specific rewards allow managers to realize that their work has been recognized, which creates a strong motivational effect and improves Corporate Performance. Rewards for managers who contribute to the goal, the work goal, and the reward to the individual commensurate with the expectations of managers can be strengthened. Specific rewards allow managers to realize that their work is recognized, which creates a strong motivational effect and enhances Corporate Performance (Hale et al., 2023).

(4) Training. Training that raises managers' expectations must involve personal participation, sharing, and interaction. This is to enhance the overall strength of the trainees so that their talents can be turned into their strengths and so that they can be better adapted to different environments in their future endeavors. For key employees, organizations can further explore their human capital potential through selection, training, and professional learning. In the selection process, emphasis can be placed on choosing employees with professional competencies and learning abilities to enhance their adaptability and development potential. In addition, for administrative positions, it is important to focus on the employee's managerial skills and organizational and coordination abilities and to enhance these abilities through training and development programs.

(5) Resources. Being frustrated by setbacks in the pursuit of goals is a normalized phenomenon, so managers need to find other ways to maintain and raise expectations. For example, material rewards and moral encouragement as well as relevant help from senior personnel.

(6) Step-by-step progress. Managers encounter various dilemmas when advancing the company's goals and often wish to find more effective methods. Therefore, as a manager, it is necessary to clarify the primary and secondary contradictions and the order of execution of the work engaged in, and break it down into many small actionable tasks according to its inherent laws (Maurer et al., 2023). As the tasks progress gradually, those long-term or difficult goals will be broken down and refined, becoming easier to accomplish. And since the goals are achieved gradually, the motivation of the management can be continuously enhanced.

### **Developing Resilience Dimensions for Managers**

(1) The psychological assets of the resilience dimension consist of human capital, social capital, and other positive psychological capital. In these dimensions, the enhancement of managers' human capital, especially explicit knowledge, experience, and skills, can be reinforced by learning through traditional training development (Bringsén et al., 2022). Enhancement of deep understanding of corporate values, corporate culture, and organizational structure, and development of social capital using open communication, feedback and recognition, and team organization.

(2) Focus on Hazard Factors. Hazard factors can be both a challenge and a risk factor for managers in terms of development opportunities. For example, promotion can be viewed as a positive thing, but it is also viewed as an irresistible and high-risk factor that managers will resist if they develop an avoidance mentality. Therefore, it is important to collect frequent feedback to deal with the risks and to focus on upgrading themselves to be ready for new opportunities.

(3) Focus on process. An important part of developing risk response capacity is recognizing and adapting it. Managers need to value the development of their subordinates by communicating openly, building mutual trust,

and making their subordinates aware of the true significance of the organization (Kim, 2022).

## CONCLUSION

This paper puts forward nine hypotheses based on the connotation and constituent dimensions of managers' psychological capital and Corporate Performance, constructs a structural model of the influence of the three dimensions of managers' psychological capital and the three dimensions of Corporate Performance, and finds that the hope dimension of managers is significantly correlated with the three dimensions of Corporate Performance in the empirical analysis of the influence of enterprise managers' psychological capital on Corporate Performance. This paper puts forward specific management suggestions for the improvement of corporate Corporate Performance from the development of managers' hope dimension, the enhancement of optimism, and the development of resilience.

In summary, this paper analyzes the impact of managers' psychological capital on Corporate Performance through the study of managers' psychological capital and Corporate Performance, gives relevant personnel reference opinions, and contributes to promoting the growth of corporate performance and achieving the long-term development of enterprises.

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